

**Soldiers' Home in Holyoke
Operations Committee Board of Trustees Meeting Minutes**

A meeting of the Operations Committee Board of Trustees of the Soldiers' Home in Holyoke (HLY) was held telephonically on Tuesday May 25, 2021. The meeting began at 6:01 pm.

Bylaw Committee Members Present:

Sean Collins Operations Committee Chairman: Mark Bigda, Carmen Ostrander

Also Present: Michael Lazo, Interim Superintendent; Kelly Hansen, Nursing, Quality Assurance; and Kathleen Denner, Recording Secretary

Roll Call Vote is as follows: Trustee Collins (Yes), Trustee Bigda (Yes), Trustee Ostrander (Yes).

Pledge of Allegiance: All present recited the Pledge of Allegiance

Approval of Minutes: No prior meeting minutes.

New Business

Inaugural Operations meeting welcome

Trustee Collins thanked everyone. He is looking to set a rhythm for the Operations Meetings including transparency and partnership while working to make sure we are taking care of our veterans.

Review of scope of operations meeting as approved by BOT Bylaws

Trustee Collins shared the structure discussed back in December by the board of the overall Operations Committee in relationship to the performance evaluation of the superintendent, appointment of medical director, approval of medical staff, inspections performed and the primary contact for complaints and actions regarding the veterans.

Trustee Collins would like to deal with small pieces over time, start a dialog and create a matrix of what will be captured in monthly meetings and who will be reporting. Trustee Bigda explained the bottom line is following the outline of identifying issues and then provide recommendations to the board. Trustee Collins stated that the oversight piece is critical, and we must know certain regulations and will be assisting the administration of the Home. Trustee Collins stated that the key KPI's (key process indicators) are being put together to be able to track certain items and if we don't to have positive progress on an item (KPI) the Operations Committee will advocate on behalf of the Home to get what is needed to address the issue. Trustee Bigda shared that we depend on Mr. Lazo to run day to day and the Operations Committee are the oversight. Trustee Ostrander asked if the medical staff have a term or leave on their own? Mr. Lazo replied the physicians are full time, either they move on to another position or step down.

Review KPI's for Operations committee review and further reporting

Trustee Collins explained the Key Process Indicators are how we measure ourselves on selected healthcare items versus the general healthcare industry; we need to be continuously improving ourselves and at least hit the minimum requirements. He explained how accurate self-evaluations is key to always trying to better ourselves are important (CQI). Measuring and evaluating KPI's are going to be key moving forward.

Trustee Collins said the meeting guests will be rotated on what the needs are. Trustee Collins key KPI being measured and tracked today, have a dashboard for reporting and the design and breakdown to key strategies will be very useful. Mr. Lazo introduced Ms. Hansen as the creator of the dashboard. She shared that under the benchmark column some are blue, and some are white; the white are standards outside the Soldiers' Home and blue are internal benchmarks set because there were none for our populations, looking at historical data and setting goals.

Ms. Hansen also reported the people from HR turnover are voluntary and involuntary and new hires are new added to the home this month. She also stated the percentage of clinical hours working on a monthly basis greater than 90% of own staff not agency and the goal is zero agency in the building for the future. She said the last metric under people section is hour per patient per day benchmark and we are currently exceeding. Trustee Collins asked does your staff cover vacations? Mr. Lazo, we have nurses to cover.

Ms. Hansen reported under the fall and injuries it is the average out for the month and falls with injuries captures all injuries. She reported the medication errors in the metric is paper system relying on people to report the errors and as we move to EMR should lower. Ms. Hansen also reported that wandering and elopement section is new for 2021 and during quarantine wandering number has lowered. She defined wandering as not trying to leave but lost and elopement is trying to leave, and the patient has made a move toward exiting. Ms. Hansen shared that the restraint is reported nationally and is considered restrain if it restricts movement in some way. She also shared the dashboard covers behavioral events such as physically, verbally, sexually inappropriate events. Trustee Collins asked if any policy and strategies go into preventing elopement etc. maybe something in the future. Ms. Hansen is also the Chair of the Policy and Procedure Committee and there are elopement and behavior policies in place, and they outline responding. She also shared when regarding interventions and preventions these would be in the veteran's care plan. She gave highlights of outside surveys, sent out by Pinnacle, if the veteran can make decision it goes to them if not it goes to a family member. Ms. Hansen believes the most concerning on the dashboard is, underperforming nursing care, communication and response to problem. She stated the only other information that we get are comments and in the past two months the comments that are sent back are things like I don't like having to call to make an appt for visitation, I don't like wearing a mask, I don't like the acoustics in the lobby. She is hopeful as state and home start de-escalation we can work on these items and give families better access to their veterans. Ms. Hansen reported the long-term satisfaction rating is well above national average and our quality are higher incident infections and include overall infections. She said the surgeries are broke down by 100 patient days, from 1000 so can actually see what is happening accurately, medication events rely on paper reporting most seen are insulin related and related to blood thinners. Ms. Hansen reported that antipsychotics historically have been a good number for the home but there was a big jump January and February

when veterans came back from Holyoke hospital with antipsychotic and have been working on trying to reduce the dose with having no effects. She shared the hand hygiene initiative, has been big, over the last year and with PPE together gets collected and monitored and are using secret shoppers to evaluate. Trustee Collins asked if the hand hygiene initiative only hands or other infection prevention? Ms. Hansen said this report is only hand washing. Trustee Collins asked if temperatures are logged. Ms. Hansen stated that the Infection Prevention team looks at it and are tracking with vitals and is put in each veterans' reports and a report is created and shared. Trustee Collins asked if there is an antibiotics stewardship, Ms. Hansen said this is run by the medical director, and the program is just getting off the ground and Infection Prevention has been working with physicians for tracking.

Medical Staff Update

Trustee Collins reviewed the medical staff minutes. Two questions to Mr. Lazo, in the medical staff minutes the committee recommends and submits all individuals for credentialing in the minutes a licensed social worker is mentioned. Mr. Lazo replied they are just finishing the paperwork. Trustee Collins also observed the minutes discussed the Outpatient Department and the clinical staff discussing it, Mr. Lazo replied there will be more information at next board meeting at this time they are discussing telemedicine as the plan moving forward and we are working with DVS to discuss the next steps. Trustee Collins asked credentialing packages will be reviewed in operations committee to be presented to full board and who does physician credentialing. Mr. Lazo answered Courtney Cottle is the head of Health Information System. Trustee Collins would like a master list of credentialing and when will expire. Trustee Collins asked about licensing and credentialing policy, Mr. Lazo replied there is a draft in place and Dr. Dietzen is reviewing.

Outside Agency Audits / Inspections

Trustee Collins shared the framework we will be using for meetings which will include tracking some inspections that have taken place since he has been on the board of trustees. He asked Mr. Lazo to report on the joint commission responses, have you been contacted for inspections pending? Mr. Lazo heard nothing from joint commission. Ms. Hansen added they will tell you the morning of and will in 60 days review your plan. She also added that Massachusetts had banned them from long term facilities during COVID, but the ban has been lifted and she is anticipating their return. Trustee Collins will send his summary from the report to Mr. Lazo and Ms. Hansen regarding identified issues. Trustee Collins asked about the VA inspection in March 2021 and has there been a report issued yet? Mr. Lazo waiting for corrective action plan to be approved and then it will be sent to the board. Trustee Collins stated that this will be a standing agenda item so we can be tracking and reporting to board. Mr. Lazo this is a good tool to remind us on survey timelines and when they will be back.

Supporting Patients / Families / Staff / Community Stakeholders

Trustee Collins stated that Ms. Hansen addressed some of the surveys they are doing but would like to know where we are at making sure we are including items of concern from the community, hospital administrations, families, patients, and Secretary Poppe's office. Mr. Lazo shared that we are developing processes for admission discharge and working on tracking and the board will have final approval. He also stated at regular board meetings there have been addressed particular issues with

patients, staff and outside visitors and family members having a concern. Mr. Lazo replied for the patients and family's information is on posted on the units with patients' rights, and a family member can also call. Mr. Lazo said if there is a family complaint, we are putting an ombudsmen program in place and they can also call OIG and EHS ombudsmen program. The posters for staff have are near punch clocks and in breakrooms. Mr. Lazo also shared the staff has bargaining units and organizers who will address with home on behalf of staff. Mr. Lazo stated my door is also open and is happy to listen and address all concerns. Mr. Lazo confirmed he will walk around to make sure all units, since the refresh program, have them posted. Ms. Hansen added the resident right posters are a regulatory requirement and during refresh they old ones were taken down and new ones were ordered, they are on backorder. She said there are printed copies at nurses' stations and a poster with ombudsman's information on every unit. She added that every month a mailing goes to families with all the information. Trustee Collins has taken a few meetings with the ombudsmen program and they have an aggressive timeline. Trustee Collins reported that Trustee Mass has attended a family council meeting and they have asked if there is any update on hiring a barber. Mr. Lazo said the current barber was hired full time in the recreation department and they are working on hiring a barber. Ms. Foley reported a family member was mentioning cradle cap at a meeting that had happened several months ago, and she just wanted to let the group know. Trustee Collins said Chairman Keefe mentioned a group that the VA has regarding bringing stakeholders into the home for input. Mr. Lazo will follow up with the Western Central Massachusetts VA.

Discussion & Review The Soldiers Home in Holyoke Transitional Plan

Trustee Collins said while Val Liptak was transitioning out of her role, and Mr. Lazo stepped in, there were 10 items that she listed regarding where things were in her assessment and recommendations. Trustee Collins would like to continue to work on this list and he asked Mr. Lazo to highlight the executive leadership and give us a summary. Mr. Lazo said there are still quite a few open items, some have been completed; employee evaluations, manager level evaluation for the most part complete, contracts for dental care with Holyoke Health, audiology with Health Drive, contracts are in place for mental health, and the foot care program is completed a podiatrist comes in and fits prescribes orthopedic shoes. He also shared the work with clinical support division staff are working on classes and working on an administrative call procedure, scheduled for a week at a time.

Trustee Collins asked about the committee list. Mr. Lazo replied that back when a lot of interims we in place they tried to list most committees. He reported the Ethics Committee is up and running with quarterly meetings, a governance model committee is being considered to work with committees and report to the leadership. Mr. Lazo also shared that safety, operations, CQI and medical committees meet and then will report out to leadership. He said this process has been making sure leadership stays informed with the issues of the home.

Trustee Collins asked about labor management. Mr. Lazo reported there are four Unions in the home, and they meet with unions. He shared relations with the Unions are good and agree that the care of the Veterans is the goal. Mr. Lazo said that during Nursing Home week SEIU 888 came with t-shirts and cupcakes and we continue to find ways to improve with great discussions. Trustee Collins asked if there are certain holidays they have to work. Mr. Lazo said the nurses schedules are in place so staff would know what their schedule is, depending where the holidays fell the same nurses would work and worked with union to adjust so same nurses were not working all holiday's Trustee Collins asked how did it work out. Mr. Lazo feels it is in place with all the summer holidays it seems to be

working out. Trustee Collins asked Mr. Lazo if the employee evaluation were not getting done as reported and if they are now up to date. Mr. Lazo reported a few on the clinical side not yet complete but are being completed as employees are available. This is being worked on with HR and addressing on an individual basis. Trustee Collins asked if Mr. Lazo could report on a number of complete vs open if we could collect that metric.

Wrap up / Adjournment

Trustee Collins asked Mr. Lazo if he has any comments for the Operations subcommittee. Mr. Lazo thanked Trustee Collins for setting the stage for future meetings. Ms. Hansen shared her appreciation for the opportunity to explain the behind the scenes staff participation. Trustee Collins explained that he will have staff engagement at future meetings.

Trustee Bigda asked what other parts of the Soldiers' Home we will build upon. Trustee Collins replied that we are building up the format and dashboards, so we have the information to look at.

Trustee Ostrander shared what a great starting point this meeting was and with lots of information to report on to the full board.

Trustee Bigda made a motion to adjourn. Trustee Ostrander seconded. All in favor. Meeting adjourned at 7:56 pm.

Respectfully submitted,

Kathleen Denner
Acting Secretary for the Board of Trustees

Attachments: None